

**Announcement Number** EPA-Exec-2017-0004

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***Qualification Highlights***

- A demonstrated ability to lead diverse groups of direct reports and colleagues to set and achieve goals.
- A history of achieving lasting and meaningful change by setting clear targets, building partnerships to clarify and strengthen strategic plans, building tools to assist others in joining the effort, and making stepwise progress toward commitments.
- Experienced in all aspects of performance management from vetting and selecting highly qualified candidates, coaching staff, communicating performance expectations, adapting to unexpected hurdles in team achievement, holding staff accountable, rewarding successes and taking action on performance and conduct issues as needed.

***Leadership Experience***

Supervisor, Tribal Office, GS-14

May 2012 – Present

U.S. EPA, Region 9, Land Division, Tribal Section

- Provide leadership to all levels of a 700-person workforce to optimize environmental protection for 148 sovereign tribal nations.
- Direct 15 staff and oversee distribution and sound fiscal management of \$18M annually.
- Design and launch new programs, leverage interagency partnerships, and create new regional and section-level policies, operating procedures, training materials, and guidance to support EPA's mission in Indian Country.

Special Assistant, GS-13

January 2011 – May 2012

U.S. EPA, Region 9, Office of the Regional Administrator

- Advised the Regional Administrator and the executive leadership team to productively and sensitively address a wide range of tribal concerns.
- Served as the Regional Administrator's focal point for top priorities, translating his vision internally and externally. Performed key special projects with senior management and staff.

Assistant Director - Cross-Media Division

June 2003 – September 2008

Yurok Tribe Environmental Program

- Directed the Tribe's waste, air, data management, and pesticides programs.
- Conceived and implemented a new data management system for the Tribe that became a model adopted by tribes nationwide for storing, managing, and transmitting environmental data.

Director

September 2000 – March 2003

Smith River Rancheria, Environmental Program

- Directed the Tribe's pursuit and management of a first-ever suite of environmental grants.
- Scoped, funded, and directed a complete overhaul of the Tribe's failing infrastructure.
- Developed plans, systems, and ordinances that continue to be utilized to the current day.

### **Executive Core Qualifications: Leading Change**

As the Supervisor of the Tribal Office responsible for increasing environmental protection on over half of all tribal lands in the United States (approximately the size of New England), I develop long-term strategies and annual and multi-year goals, working across the full range of EPA's programs and staff, with tribal leaders and professionals, and with partner federal agencies; I inspire and coach my staff and partners to meet these goals despite changing political and environmental landscapes.

- In the face of emerging issues, such as drought and the threat of vector-borne diseases in tribal communities, exercised vision and independently developed funding priorities within guidance-driven limitations to allow grantees to develop mitigating strategies for their unique needs. Direct staff to develop tools and resources to promote understanding of issues and appropriate planning and response in tribal communities. Broker meetings with partner agencies, including Indian Health Service, to suggest new collaborations to deliver more impactful results across the federal family.
- Used discretionary authority to target grant dollars to meet emerging needs in Indian Country without appropriated funds to support new work. Regional focus under my direction has included preventing vector-borne disease, mitigating drought, and developing climate change resilient strategies in vulnerable communities.
- Developed a mission statement to capture my vision for the Tribal Office. Maintain a month-by-month forecast of mission-driven office goals, developed annually with input from staff and managers. Develop and communicate action plans to peer managers and staff in the Region, and externally with partner agencies and grantees.
- Independently produced an 8-module training course for regional grantees. Delivered training materials in a variety of formats, in-person and remotely, to promote understanding and success among the grantee community in response to significantly reconfigured national guidance. Modified the training based on customer and staff feedback to improve results.

As Special Assistant in the Office of the Regional Administrator, I routinely sought input on projects to identify support or resistance from senior executives, management and staff, and reformulated strategies accordingly. Demonstrated flexibility and resilience in the face of opposition to new methods and work requests, for example finding ways to achieve success even when senior staff were not enthusiastic about a proposal from the Regional Administrator.

- Advised the Regional Administrator on issues concerning tribes, making recommendations to mitigate concerns where possible. Encouraged effective tribal consultation and engagement to further the resolution of enforcement actions with and against tribal organizations, and to inform agency decision-making related to environmental review processes and permitting.
- Developed tools and toolkits to facilitate adoption of new approaches by Regional staff, and adapted those tools based on customer feedback and observed impact. Tools included regional templates and guidance that continue to be referenced throughout the Region to help conform to revised Agency-wide correspondence standards.

As the Director of the Smith River Rancheria's Environmental Program, I developed the Tribe's first-ever environmental planning documents.

- Engaged with the elected Tribal Council and community to develop an Environmental Strategic Plan, a 10-year horizon planning document to guide and justify multi-year funding requests to agencies and foundations which was embraced by the Council and community.

#### **Executive Core Qualifications: Leading People**

As Supervisor of the Tribal Office I manage a large and diverse team to exceed the Agency's goals and satisfy stakeholder expectations for tribal programs through partnering, teamwork, and cooperation among the team and with EPA staff nationally, and by collaborating with federal and state agencies and with tribes.

- Strategically assess the needs of the team and recruit job candidates from varying backgrounds, generations, and work experiences to obtain new perspectives from diverse candidate pools. Regularly seek input and feedback from managers and staff who have alternative points of view to strengthen understanding of issues and development of effective strategies to meet Agency strategic plan goals and exceed customer expectations.
- Creates team experts and delegates work to staff to provide autonomy to achieve Agency programmatic and administrative goals and develop staff portfolios. Sets bar for high quality and deadline-driven work in the office.
- Meet weekly with direct reports to receive feedback, fine-tune approaches, and support success. Develop job aids with staff to affirm a common understanding of the work and expectations. Serve as a model to staff on how to remain receptive to feedback. Serve as a formal mentor to junior staff in the Region and mentor new managers informally on tools and techniques to succeed in managing large teams.
- Minimize conflict by providing staff with training on delivering and receiving feedback and holding difficult conversations; empower every employee with assignments tailored to their strengths, tools for self-assessment and resources for skill building. With internal and external customers, encourage regular feedback and promote issue resolution at the lowest level.
- Manage difficult conversations involving candid feedback and criticisms from grantees and environmental justice communities, including at quarterly public meetings with all tribes in the Region. Listen and engage with empathy, identifying actionable assignments for the Agency, and ensuring that the Agency is accountable to all customers in producing timely and thorough responses to all concerns raised.
- Cultivate a culture of accountability within the office. Establish clear performance expectations, reward and celebrate achievements, provide tools and guidance to improve staff's focus and skills, and execute disciplinary actions and removals where warranted. Encourage team collaboration to set and meet deadlines and complete work products; encourage further collaboration by recognizing team members who support the success of others.

As the Assistant Director of the Yurok Tribe Environmental Program I leveraged the perspectives of a multigenerational minority workforce of innovative AmeriCorps stewards.

- In the face of obstacles, encouraged brainstorming to stimulate creative solutions, such as establishing an affordable regular trash collection service in a remote community unaccustomed to basic services, including telephones or piped drinking water, and to have residents embrace the value of investing in that service. Celebrated accomplishments with contributors large and small.

#### **Executive Core Qualifications: Results Driven**

As Supervisor of the Tribal Office, I regularly work with staff, senior management, and external customers to set meaningful, ambitious, measurable and achievable targets and coach individual team members to meet those targets.

- Convened the first EPA forum on vector-borne disease to address emerging tribal concerns; hosted five federal agencies and 60 tribal representatives together for a daylong discussion to identify federal financial support and technical assistance available to tribes.
- Over a five-year period, increased productivity and work product quality of the team as evidenced by more frequent and thorough review of grantee performance and more frequent referral to audits than ever in the history of the Office. Demonstrated the value of investing in the team and resulted in a 35% increase to the size of the team, bringing the office to its highest-ever staffing level. Create measurable and specific expectations for staff, and work collaboratively with staff to remove barriers to achieving goals.
- Partner with the Office of the Inspector General to ensure public accountability of grantees. Referred seven novel cases for investigation and action, and worked in partnership with grantees and the Inspector General to reform troubled financial and administrative systems. Collaborated on new trainings to significantly increase grantee compliance and improve staff understanding of grants requirements and common audit flags.
- Convene quarterly meetings among Agency leadership and tribal stakeholders to foster active dialogue and address issues. Formulate agendas which anticipate the needs of tribal grantees and leverage relationships within the EPA and with partner agencies to bring key speakers, collaborators and available funds to the table.

As Director of the Smith River Rancheria, I developed a completely new program by applying my own technical knowledge, evaluating options, and making independent decisions based on available data

- Authored proposals and secured funding for a complete overhaul of Reservation-wide drinking water production and distribution systems. Coordinated and leveraged funding from multiple agencies and organizations, including the EPA, USDA, and Indian Health Service, where no single stream of funding large enough to address the needs existed.



### **Executive Core Qualifications: Business Acumen**

As Supervisor of the Tribal Office I manage grant funds to external customers, and direct 15 FTE and associated support costs internal to the Agency. My effort in this area produces high-value results for the Agency and maintains taxpayer accountability.

- Administer an external grant making budget of more than \$18M annually, working with staff to monitor individual awards, make appropriate funding decisions, and evaluate grantee compliance while also managing an internal operating budget to support travel, training, awards, and contracts.
- Set specific targets for each team member relating to EPA's Strategic Plan and other performance targets set by the Agency, and document targets in annual staff performance plans. Meet weekly with staff to reaffirm goals and provide coaching as needed.
- Assessed staffing needs and made strategic, diverse hiring decisions to expand the office from 11 staff in 2012 to 15 staff in 2016 (the highest in the history of the office), while concurrently filling vacancies created by retirement and attrition. Leveraged special hiring authorities to bring on diverse candidates from Schedule A, Veteran's, and Peace Corps candidacy groups. Serve as a mentor to other managers seeking to make quality hires.
- Address conduct and performance issues, including issuing letters of reprimand and recommending adverse actions where warranted, and coaching employees to improve. Serve as a mentor to other managers on counseling and discipline.
- Developed a Sharepoint site to promote coordination among Regional tribal staff and managers; developed a new data system to replace an outdated Agency warehouse of information about tribal partners.
- Cultivate effective partnerships with federal agencies, including the Bureau of Indian Affairs and the Indian Health Service, to identify grantees with troubled financial and administrative systems; work with program counterparts across the Regional Office and with the Office of the Inspector General to elevate and resolve potential grantee mismanagement of funds; deliver technical assistance to grantees and project officers to aid in prevention of audit findings.

As Special Assistant in the Office of the Regional Administrator I fostered early adoption of technology tools available to the Agency by developing and delivering training and support tools to Senior Executives, managers, and staff.

- Developed an assignments tracking system, one of the Regional Administrator's high priorities. Worked with Information Technology staff to research and acquire a basic data system, independently modified the system, developed standard operating procedures, provided training to Division management and staff, and administered the system.
- Guided Information Technology staff to produce functional upgrades to an internal weekly reporting database, to streamline staff reporting, management review and senior executive finalization for submittal to the EPA Administrator; developed SOPs, delivered training, and responded to feedback on the system.

As Assistant Director in the Yurok Tribe Environmental Program, I designed and implemented an entirely new data management system to help the Tribe meet internal data management and analysis needs while simultaneously meeting Federal requirements for data transmission and warehousing.

- Directed the development of an innovative tool to allow tribes to store environmental data and metadata, grade collected data, produce reports, and transmit data into EPA's data systems via the Exchange Network. This data system was later adopted by other tribes nationwide to meet tribal needs and simplify compliance with EPA data transmission requirements. The implementation of the system at the Tribe so significantly reduced the time needed to manage data that the Tribe was able to reduce FTE requirements on the Clean Air Act grant by 75%, allowing personnel to be directed to other emergent needs.

#### **Executive Core Qualifications: Building Coalitions**

As Supervisor of the Tribal Office, I cultivate and nurture coalitions with colleagues across EPA's programs, other federal agencies, and state and local agencies and groups to achieve successes.

- Lead a monthly region-wide partnership meeting of staff and management that focuses on the Region's work with native American tribes to address common goals and communicate about tribal issues.
- To simplify and achieve consistency in the numerous senior-level briefings needed to cover issues relating to 148 federally recognized and independent tribal governments, developed a one-page fact sheet template that was informative for readers but also made it easier for contributors to provide needed information quickly, thereby ensuring programs' participation in contributing data to the effort.
- Draft talking points for the Regional Administrator and senior leadership to use when addressing tribal audiences or speaking on tribal topics. Additionally, deliver persuasive remarks independently to Agency audiences and the media to raise awareness of the needs in Indian Country and influence decision-making relative to those needs.

As Special Assistant in the Office of the Regional Administrator, I successfully collaborated with others to produce Regional achievements in line with the Regional Administrator's priorities.

- Increased visibility of goals and accountability for results by developing a tracking system and holding managers, staff, and the Office of the Regional Administrator equally accountable for achieving the goals of the Region.
- Fostered shared understanding of expectations for briefing materials, and action items from briefings, by producing templates and training and delivering feedback on draft materials to help staff and managers meet briefing expectations of the Office of the Regional Administrator.
- Apprised the Regional Administrator of the political context and motivations of tribal, federal, state, and local partners; pursued coalitions across agencies to accomplish mutual goals, within known boundaries and limitations; for example, drove strategic planning for the Federal Regional Council's Tribal Workgroup, a leadership-level convening of federal partners.

As Assistant Director of the Yurok Tribe Environmental Program and as Director of the Smith River Rancheria, I was elected by my peers to represent northern California tribal interests on a variety of boards and organizations.

- As an elected representative of Northern California Tribes on the Regional Tribal Operations Committee and as the Regional representative on the Exchange Network Tribal Advisory Council, I worked to drive Agency priorities and budgets, and contributed to policy development that fostered greater national consistency and supported higher-quality Agency decision making.

#### ***Other Relevant Professional Positions Held***

**Grant Project Officer, GS-13**

**October 2008 – December 2010**

U.S. EPA, Region 9, Communities and Ecosystems Division, Tribal Programs Office

**Founder and Principal**

**March 2003 – June 2005**

**Mayo & Associates**, an environmental consulting firm providing facilitation services, grant writing, environmental review and compliance reporting, and planning services.

#### ***EPA Honors and Awards***

- Nominated for National Honor Award for Supervisory Excellence, 2015
- National Honor Award for Advancing Environmental Protection, 2010, for exceptional commitment to fulfilling the Agency's trust responsibility to all Federally Recognized Tribes and improving the quality of life in Indian Country.
- Silver Medal for Superior Service, 2010, as a member of the national Environmental Infrastructure Finance Team
- National Assistance Management Award, 2010, for developing and implementing a new oversight program and electronic system for Region 9 Tribal grants.
- Regional Administrator's Award, 2009, for influencing the President's 2010 budget proposal to increase water infrastructure funding for underserved tribal communities and island territories.
- Region 9 Tribal Caucus's Connor Byestewa, Jr. Award, 2006, for outstanding contributions to tribal environmental goals.
- Region 9 Environmental Achievement Award, 2007, to the Yurok Tribe Environmental Program.

#### ***Service***

Backpacking Support Coordinator, Two Sentinels Girl Scout Camp (Volunteer)  
Volunteer 160 hours per year for a wilderness skills camp for urban girls. Plan, purchase, and pack 2,500 backpacking camper meals annually. Meet budgetary requirements of the organization while also meeting dietary restrictions of campers and providing nutritious and enticing meal options.

#### ***Education***

Bachelor of Science - Environmental Resource Sciences

Bachelor of Arts - Native American Studies